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59th annual ratio study compiled from the operating statements and balance sheets submitted by representative members of the printing industry, and computed by RGS Enterprises, Inc., 330-332 East 25th Street, Baltimore, Maryland 21218.

1982 Financial Ratios Specialists

PART I LITHO PREP SPECIALISTS . . . Pages 3 to 30
PART II TYPOGRAPHERS . . . . . Pages 31 to 52

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Printing Industries of America Inc.

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H. R. MARGOLIS COMPANY
CERTIFIED PUBLIC ACCOUNTANTS

Offices:
PHILADELPHIA
NEW YORK

Dear Member of the Graphic Arts Community:

Again in 1982, it is our pleasure to present to you PIA'S FINANCIAL RATIO STUDY FOR SPECIALISTS. This year a total of 32 firms classified as Litho Prep Specialists and 28 firms classified as Typographers in the United States and Canada participated in this study by responding to PIA's questionnaire on financial performance.

This book presents the data for Litho Prep Specialists in Part I (pages 3 to 30) and Typographers in Part II (pages 31 to 52). In Part I the ratios and statistics are presented by sales volume - for example, sales from 0-$500,000, sales from $500,000 to $1,500,000 etc.; by market - for example, Printers and Lithographers, Advertising Agencies etc.; and by type of work - for example, Black and White and Color Work. Part II presents the ratios and statistics by sales volume and by market. Readers can compare the data from their own firm's financial statements with similar data from other firms in four areas: Operations based on Sales and its Supporting Schedules, Balance Sheet Ratios, Significant Facts, and Return on Investment.

We strongly believe in the importance of sharing this type of information among members of the graphic arts community and are proud to have played a role in compiling these studies. Moreover, we commend PIA and its staff for their continuing sponsorship of these studies and for the help that they have so graciously provided in their completion.

H. R. Margolis Company

H. R. MARGOLIS COMPANY

1982 is the 59th consecutive year in which Printing Industries of America, Inc. has collected, compiled and published detailed financial ratio information for members of the graphic arts community. The data presented each year provide a detailed and comprehensive picture of the financial status of the major segments of the graphic arts industries, as well as allowing individual firms to compare their annual performance with that of many other similar firms, including those which earn well above average profits. Ratio results for several different segments of our industry are available in book form. In 1982 these books include:

- All Printers by Sales Volume
  + Management Guide to the Ratios
- All Printers by Product Specialty
- Quick Printers
- Printers by Geographic Area
- Sheetfed Printers, by Size and Geographic Area
- Web Offset Printers, Heatset and Non-heatset
- Book Manufacturers
- Large Printers (over $10 million in sales)
- Specialists: Typographers
  Litho Prep Specialists
- Binders

If you are using the Ratios to analyze your company's performance, it is usually advisable to use the data from at least two of these books as standards of comparison. Such analysis is made much easier by participating in the Studies early each year and ordering an individual company computer printout, which compares a participant's ratios to those of companies which are similar in size, production equipment, markets and other key features. If using only the Ratio books, be careful in comparing your firm's performance to that of the "mixed bag" of printers whose results are summarized in *All Printers by Sales Volume*.

Please refer your questions on the PIA Ratio Studies to your nearest local PIA affiliated association, or to

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The Lithographic Preparatory Services Association is a special industry unit of PIA which represents and supports the common interests of lithographic trade plants in serving the Graphic Arts Industry. This study of the financial ratios of lithographic preparatory specialists is but one of the services LPS offers to its members.

Each year LPS holds two major meetings. In the spring, there is a *Technical Awareness Seminar for Management*. The two day session is designed to update members on technological changes in the industry. In the fall, LPS holds its *Annual Meeting* in a resort location. This three day session allows a maximum flow of information among the membership through its half day sessions, social events and the relaxing atmosphere of the resort.

In addition to the meetings and the ratio study, LPS prepares compensation surveys, a monthly "Credit 90" report, an index of industry activity, and publishes an annual buyers' guide. Active membership is open to any PIA member engaged in the operation of a trade plant producing negatives, positives, and/or plates for use in the lithographic process. Associate membership is open to any PIA Member engaged in the manufacture or distribution of supplies or equipment for use in lithography.

William Strackbein
Executive Director
Lithographic Preparatory Services Association
(703) 841-8170

REPORT ON OPERATIONS - SALES = 100%

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS*	ALL FIRMS	PROFIT LEADERS
SALES OR VALUE OF PRODUCT PRODUCED	100.00%	100.00%	100.00%	100.00%
FACTORY COST OF PRODUCT				
MATERIAL				
Paper	1.93	0.01	0.38	0.00
Other chargeable materials	13.94	14.13	12.52	13.64
Outside services	5.49	5.27	19.00	10.18
TOTAL MATERIAL	21.36	19.41	31.90	23.82
FACTORY PAYROLL	32.95	28.57	16.65	19.34
FACTORY EXPENSES	14.00	14.92	17.25	21.24
TOTAL FACTORY COST OF PRODUCT	68.31	62.90	65.80	64.40
GROSS PROFIT	31.69	37.10	34.20	35.60
ADMINISTRATIVE AND SELLING EXPENSES				
Administrative expenses	11.66	11.08	12.99	13.25
Selling expenses	11.30	10.97	6.01	3.32
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	22.96	22.05	19.00	16.57
INCOME BEFORE INTEREST EXPENSE	8.73	15.05	15.20	19.03
Interest expense	2.51	2.42	2.67	3.81
OPERATING INCOME	6.22	12.63	12.53	15.22
Other income (expense)	0.30	0.26	(0.68)	0.03
INCOME BEFORE INCOME TAXES	6.52	12.89	11.85	15.25

SUPPORTING SCHEDULES - SALES = 100%

OTHER CHARGEABLE MATERIALS				
Ink	0.12%	0.06%	0.00%	0.00%
Film	9.58	9.70	9.75	8.68
Plates	1.37	1.33	1.25	2.26
Other chargeable materials	2.87	3.04	1.52	2.70
TOTAL OTHER CHARGEABLE MATERIALS	13.94	14.13	12.52	13.64
OUTSIDE SERVICES				
Composition	0.13	0.09	0.80	0.00
Offset preparation	0.62	1.74	0.85	0.00
Printing	3.12	3.36	15.57	10.18
Binding	0.21	0.00	0.74	0.00
Other outside services	1.41	0.08	1.04	0.00
TOTAL OUTSIDE SERVICES	5.49	5.27	19.00	10.18

* "Profit Leaders" are those firms which earned 8% or greater pretax profits on sales.
*** Information not submitted.

SALES FROM $500,000-$1,500,000		SALES FROM $1,500,000-$3,000,000		SALES OVER $3,000,000	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
4.66	0.00	1.28	0.00	0.92	0.02
10.48	13.23	15.62	12.70	15.31	16.50
5.34	4.04	3.79	2.45	3.41	5.64
20.48	17.27	20.69	15.15	19.64	22.16
33.63	32.17	31.80	25.27	38.56	35.61
13.42	12.22	14.40	14.92	13.06	12.52
67.53	61.66	66.89	55.34	71.26	70.29
32.47	38.34	33.11	44.66	28.74	29.71
12.88	11.36	12.80	13.06	9.03	7.45
10.08	11.09	13.20	16.49	11.76	10.48
22.96	22.45	26.00	29.55	20.79	17.93
9.51	15.89	7.11	15.11	7.95	11.78
2.59	2.61	2.39	1.60	2.55	2.18
6.92	13.28	4.72	13.51	5.40	9.60
0.16	(0.59)	0.50	0.92	0.48	0.30
7.08	12.69	5.22	14.43	5.88	9.90
0.23%		0.00%	0.00%	0.11%	0.11%
5.15		13.25	8.32	10.83	11.69
2.70		2.22	4.10	0.38	0.37
2.40		0.15	0.28	3.99	4.33
10.48	***	15.62	12.70	15.31	16.50
0.01		0.00	0.00	0.09	0.17
0.16		0.46	2.36	0.99	2.55
1.87		2.07	0.09	1.10	2.76
0.26		0.22	0.00	0.05	0.00
3.04		1.04	0.00	1.18	0.16
5.34	***	3.79	2.45	3.41	5.64

SUPPORTING SCHEDULES - SALES = 100%

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
FACTORY PAYROLL				
Salaries - executive	2.50%	2.60%	2.71%	4.06%
Direct wages	21.65	17.60	3.95	2.97
General factory salaries and wages	4.33	5.01	8.09	12.12
Packing, shipping and delivery wages	0.55	0.47	0.61	0.00
Payroll taxes	1.92	1.40	0.55	0.19
Employee benefits	2.00	1.49	0.74	0.00
TOTAL FACTORY PAYROLL	32.95	28.57	16.65	19.34
FACTORY EXPENSES				
Fixed Expenses				
Depreciation - real estate	0.10	0.06	0.00	0.00
Depreciation - other	4.11	4.53	4.47	6.04
Taxes - real estate	0.07	0.02	0.00	0.00
Taxes - other	0.23	0.36	0.02	0.00
Insurance	0.70	0.47	0.53	0.60
Building rent	1.55	1.79	3.28	3.68
Utilities - heat, light, etc.	1.10	0.90	0.96	1.21
Equipment rental	0.97	1.10	1.56	1.52
Total Fixed Expenses	8.83	9.23	10.82	13.05
Other Expenses				
Factory supplies and expense	1.60	1.71	2.20	2.90
Packing, shipping and delivery expense	1.37	1.59	1.81	1.90
Repairs and maintenance	1.24	1.41	1.31	1.73
Other factory expenses	0.96	0.98	1.11	1.66
Total Other Expenses	5.17	5.69	6.43	8.19
TOTAL FACTORY EXPENSES	14.00	14.92	17.25	21.24
ADMINISTRATIVE EXPENSES				
Salaries - executive	4.27	4.20	6.22	4.58
Salaries - office	1.89	1.46	1.56	2.33
Payroll taxes	0.55	0.26	0.00	0.00
Employee benefits	0.62	0.39	0.00	0.00
Bad debts	0.64	0.51	0.16	0.24
Office supplies and expenses	0.69	0.73	0.96	1.44
Professional fees	0.79	1.03	1.56	1.69
Taxes - business	0.15	0.31	0.55	0.82
Telephone	0.68	0.78	0.95	0.61
Other administrative expenses	1.38	1.41	1.03	1.54
TOTAL ADMINISTRATIVE EXPENSES	11.66	11.08	12.99	13.25
SELLING EXPENSES				
Salaries - executive	2.25	1.69	3.14	0.00
Salaries and commissions - salesmen	4.85	4.17	0.00	0.00
Salaries - sales office clerical	0.45	0.68	0.00	0.00
Payroll taxes	0.35	0.36	0.00	0.00
Employee benefits	0.44	0.53	0.00	0.00
Advertising	0.74	1.37	0.53	0.32
Travel and entertainment	1.67	1.78	1.80	2.19
Other selling expenses	0.55	0.39	0.54	0.81
TOTAL SELLING EXPENSES	11.30	10.97	6.01	3.32

SALES FROM $500,000-$1,500,000		SALES FROM $1,500,000-$3,000,000		SALES OVER $3,000,000	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
2.33%	2.13%	2.94%	2.72%	2.10%	1.81%
23.34	26.48	22.30	12.57	24.88	26.47
3 77	0.00	2.22	6.65	5.98	1.95
0.31	0.39	0.69	0.74	0.56	0.57
2.15	1.79	1.92	1.43	2.14	1.90
1.73	1.38	1.73	1.16	2.90	2.91
33.63	32.17	31.80	25.27	38.56	35.61
0.00	0.00	0.04	0.05	0.28	0.16
4.70	5.57	3.85	5.04	3.77	2.35
0.05	0.00	0.01	0.04	0.16	0.04
0.46	0.95	0.22	0.35	0.13	0.22
1.45	0.44	0.36	0.29	0.53	0.57
1.70	1.48	1.52	1.56	0.96	0.96
1.31	0.81	0.89	0.72	1.22	0.92
0.48	0.22	1.57	0.84	0.54	1.67
10.15	9.47	8.46	8.89	7.59	6.89
1.51	1.06	0.91	1.34	2.28	1.71
0.48	0.49	1.95	1.73	1.30	1.99
1.06	1.15	1.24	1.74	1.35	1.03
0.22	0.05	1.84	1.22	0.54	0.90
3.27	2.75	5.94	6.03	5.47	5.63
13.42	12.22	14.40	14.92	13.06	12.52
4.99	5.80	4.59	4.66	2.74	2.41
1.69	1.39	2.09	1.62	1.92	0.77
1.20	0.38	0.50	0.42	0.26	0.18
0.30	0.30	0.70	0.61	0.95	0.48
0.88	0.26	0.82	1.02	0.41	0.36
0.62	0.70	0.94	0.64	0.40	0.38
0.72	0.96	0.76	0.80	0.65	0.86
0.09	0.01	0.15	0.46	0.10	0.03
0.59	0.59	0.82	1.30	0.51	0.49
1.80	0.97	1.43	1.53	1.09	1.49
12.88	11.36	12.80	13.06	9.03	7.45
1.59	1.19	3.35	3.41	1.30	1.43
5.40	5.18	4.78	5.71	5.94	4.75
0.09	0.38	0.44	1.00	0.87	1.01
0.35	0.52	0.42	0.54	0.38	0.30
0.32	0.38	0.49	0.71	0.60	0.81
0.59	2.15	1.23	2.51	0.39	0.41
1.55	1.25	1.93	2.24	1.45	1.41
0.19	0.04	0.56	0.37	0.83	0.36
10.08	11.09	13.20	16.49	11.76	10.48

BALANCE SHEET

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
ASSETS				
CURRENT ASSETS				
Cash	4.89%	5.38%	10.68%	10.41%
Receivables	38.72	31.92	43.98	35.17
Inventories	5.89	4.30	2.17	3.25
Other current assets	4.50	6.58	3.29	4.24
TOTAL CURRENT ASSETS	54.00	48.18	60.12	53.07
FIXED ASSETS				
Real estate	6.36	7.70	0.00	0.00
Less: Accumulated depreciation	1.48	0.48	0.00	0.00
	4.88	7.22	0.00	0.00
Machinery and equipment	61.84	61.92	52.32	65.81
Less: Accumulated depreciation	30.22	26.19	21.23	26.77
	31.62	35.73	31.09	39.04
Other fixed assets	9.87	12.15	14.39	15.61
Less: Accumulated depreciation	4.36	4.77	5.60	7.72
	5.51	7.38	8.79	7.89
NET FIXED ASSETS	42.01	50.33	39.88	46.93
OTHER ASSETS	3.99	1.49	0.00	0.00
TOTAL ASSETS	100.00	100.00	100.00	100.00
LIABILITIES AND EQUITY				
CURRENT LIABILITIES				
Notes payable	13.46	10.90	8.67	13.02
Accounts payable	12.67	7.44	52.07	14.13
Other current liabilities	9.21	10.17	0.48	0.72
TOTAL CURRENT LIABILITIES	35.34	28.51	61.22	27.87
LONG-TERM LIABILITIES	27.18	34.71	30.78	46.17
TOTAL LIABILITIES	62.52	63.22	92.00	74.04
SHAREHOLDERS' AND PROPRIETORS' EQUITY	37.48	36.78	8.00	25.96
TOTAL LIABILITIES AND EQUITY	100.00	100.00	100.00	100.00

BALANCE SHEET RATIOS

CURRENT RATIO	1.53	1.69	0.98	1.90
QUICK RATIO	1.36	1.54	0.95	1.79
TOTAL LIABILITIES TO EQUITY	1.67	1.72	11.50	2.85
LONG-TERM LIABILITIES TO EQUITY	0.73	0.94	3.85	1.78
ACCUMULATED DEPRECIATION - MACHINERY AND EQUIPMENT TO TOTAL MACHINERY AND EQUIPMENT	0.49	0.42	0.41	0.41

SALES FROM $500,000-$1,500,000		SALES FROM $1,500,000-$3,000,000		SALES OVER $3,000,000	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
2.50%	4.76%	5.21%	5.72%	4.70%	2.08%
34.12	20.98	43.43	32.78	35.66	36.23
6.39	1.93	5.28	3.97	7.26	6.91
5.31	5.38	2.78	0.73	6.14	14.78
48.32	33.05	56.70	43.20	53.76	60.00
0.00	0.00	4.65	12.96	15.23	12.71
0.00	0.00	0.17	0.50	4.55	1.11
0.00	0.00	4.48	12.46	10.68	11.60
79.63	80.32	54.25	59.01	58.81	49.97
34.50	19.53	29.11	30.09	30.72	26.33
45.13	60.79	25.14	28.92	28.09	23.64
7.73	3.09	11.80	17.58	8.11	10.46
4.01	1.37	4.04	4.06	4.63	5.80
3.72	1.72	7.76	13.52	3.48	4.66
48.85	62.51	37.38	54.90	42.25	39.90
2.83	4.44	5.92	1.90	3.99	0.10
100.00	100.00	100.00	100.00	100.00	100.00
14.46	12.89	16.57	13.79	10.67	5.30
10.71	4.37	9.27	4.82	6.16	7.64
4.31	4.58	11.57	11.35	13.14	19.00
29.48	21.84	37.41	29.96	29.97	31.94
33.03	46.67	23.09	21.81	25.92	31.99
62.51	68.51	60.50	51.77	55.89	63.93
37.49	31.49	39.50	48.23	44.11	36.07
100.00	100.00	100.00	100.00	100.00	100.00
1.64	1.51	1.52	1.44	1.79	1.88
1.42	1.42	1.37	1.31	1.55	1.66
1.67	2.18	1.53	1.07	1.27	1.77
0.88	1.48	0.58	0.45	0.59	0.89
0.43	0.24	0.54	0.51	0.52	0.53

SIGNIFICANT FACTS

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Average assets per employee - All employees	$ 31,420	$ 39,452	$ 27,044	$ 35,740
Average assets per factory employee (Excluding Executives)	46,962	64,151	52,843	69,614
Average net worth per employee - All employees	11,928	14,390	3,974	7,309
Average gross plant investment per factory employee (Excluding Executives)	37,459	53,368	43,914	62,272
Net worth percentage of fixed assets	108.41%	78.08%	5.12%	61.83%
EMPLOYEES				
Percent factory - All employees	74.49%	74.52%	70.78%	81.17%
Percent administrative - All employees	13.13	13.83	20.89	18.83
Percent sales - All employees	12.38	11.65	8.33	0.00
SALES - VALUE OF PRODUCT PRODUCED INCLUDING EXECUTIVES				
Sales per employee - All employees	$ 59,831	$ 66,154	$ 64,409	$ 62,759
Sales per factory employee	81,632	89,950	94,902	74,646
Sales less material per factory employee	63,866	72,834	61,095	56,500
Sales per administrative employee	579,503	723,383	456,993	550,074
EXCLUDING EXECUTIVES				
Sales per employee - All employees	71,070	80,461	113,531	102,589
Sales per factory employee	89,251	104,960	127,210	123,107
Sales less material per factory employee	69,870	84,556	85,174	92,619
SALES PER SALESMAN	412,599	377,109	0	0
SALES TO CURRENT ASSETS	403%	378%	538%	334%
PAYROLL - INCLUDING TAXES AND BENEFITS INCLUDING EXECUTIVES				
Total payroll percentage of sales	48.61%	42.30%	27.57%	26.26%
Factory payroll percentage of gross plant investment	104.26	73.54	99.73	43.67
Payroll per employee - All employees	$ 28,713	$ 27,631	$ 16,000	$ 13,777
Payroll per factory employee	25,975	25,491	13,980	13,345
Payroll per administrative employee	36,233	32,814	17,880	13,922
Payroll per sales employee	40,612	38,414	8,492	0
PAYROLL - EXCLUDING TAXES AND BENEFITS EXCLUDING EXECUTIVES				
Payroll per employee - All employees	$ 22,469	$ 21,775	$ 11,357	$ 11,793
Payroll per factory employee	22,042	22,111	11,567	12,108
Payroll per administrative employee	13,713	11,991	6,813	10,219
Payroll per sales employee	32,217	29,990	0	0
EXECUTIVE PAYROLL				
Payroll per executive - All executives	53,324	52,899	21,796	19,875
Payroll per factory executive	32,498	39,358	5,250	7,875
Payroll per administrative executive	61,587	59,252	16,599	12,000
Payroll per sales executive	47,042	68,089	8,492	0
RECEIVABLES				
Collection period	70.5	66.9	61.0	75.5
PROFIT				
Gross profit percentage of sales	31.69%	37.10%	34.20%	35.60%
Average gross profit per factory employee	$ 29,084	$ 38,968	$ 40,938	$ 40,156
Income before taxes percentage of sales	6.52%	12.89%	11.85%	15.25%
Average income before taxes per employee	$ 4,135	$ 8,465	$ 7,162	$ 9,033

SALES FROM $500,000-$1,500,000		SALES FROM $1,500,000-$3,000,000		SALES OVER $3,000,000	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
$ 28,793	$ 42,948	$ 32,631	$ 48,185	$ 33,503	$ 30,861
43,983	68,726	49,813	84,639	44,443	36,971
10,409	13,425	12,825	22,603	14,542	11,540
38,174	57,266	36,485	71,148	36,021	27,052
110.60%	50.98%	136.24%	92.38%	107.02%	92.67%
72.05%	68.51%	72.63%	63.51%	79.61%	85.08%
15.56	17.53	13.24	15.82	8.74	6.05
12.39	13.96	14.13	20.67	11.65	8.87
$ 53,456	$ 57,363	$ 58,662	$ 69,892	$ 64,844	$ 70,540
75,089	83,637	82,564	111,452	81,859	82,859
59,580	69,194	66,170	94,590	65,591	64,394
407,955	350,312	482,031	480,411	860,716	1,330,607
63,734	69,449	66,242	79,002	69,511	74,508
80,725	91,606	88,907	122,123	85,062	84,601
64,087	75,794	71,401	103,816	68,219	65,761
369,991	232,348	302,658	377,090	578,614	666,667
426%	403%	372%	382%	378%	386%
49.55%	47.69%	49.17%	43.95%	53.53%	47.76%
87.92	51.41	119.84	46.49	101.54	135.27
$ 26,537	$ 27,366	$ 28,509	$ 30,762	$ 34,491	$ 33,911
24,726	26,952	25,382	28,338	31,228	29,768
29,736	23,460	37,639	34,202	45,391	50,257
35,875	32,048	41,652	39,787	52,895	66,893
$ 22,003	$ 23,544	$ 21,043	$ 22,348	$ 27,744	$ 26,677
21,403	24,603	21,362	24,505	26,444	24,723
9,923	9,796	13,547	11,077	18,998	15,548
33,324	29,480	28,868	25,367	44,680	54,948
32,185	30,082	62,975	64,946	69,079	78,081
22,792	25,624	26,823	22,691	54,679	86,171
36,153	30,397	74,485	93,634	81,242	75,609
19,967	16,166	67,220	144,233	58,072	71,951
64.5	58.9	80.2	76.5	67.3	56.8
32.47%	38.34%	33.11%	44.66%	28.74%	29.71%
$ 26,802	$ 35,128	$ 31,473	$ 54,486	$ 24,727	$ 25,218
7.08%	12.69%	5.22%	14.43%	5.88%	9.90%
$ 3,937	$ 7,457	$ 3,606	$ 10,145	$ 3,968	$ 7,079

RETURN ON INVESTMENT - PER $100 OF SALES

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Current Assets:				
Cash	$ 2.43	$ 3.23	$ 4.64	$ 6.16
Receivables	18.63	18.03	16.56	20.44
Inventories	2.94	2.29	1.25	1.87
Marketable securities	0.13	0.34	0.00	0.00
Other current assets	2.23	3.19	1.68	2.43
	26.36	27.08	24.13	30.90
Plant Investment:				
Land and building	3.65	4.60	0.00	0.00
Machinery and equipment	32.98	37.90	26.44	37.86
Other fixed assets	4.70	6.63	6.52	8.93
	41.33	49.13	32.96	46.79
Non-Current Assets	2.33	1.13	0.00	0.00
TOTAL INVESTMENT	70.02	77.34	57.09	77.69
INVESTMENT TURNOVER PER $100 OF SALES	142.82%	129.30%	175.16%	128.72%
EARNINGS				
Cost of Product	$68.31	$62.90	$65.80	$64.40
Selling Expenses	11.30	10.97	6.01	3.32
Administrative Expenses	11.66	11.08	12.99	13.25
	91.27	84.95	84.80	80.97
Income Before Interest, Other Income (Expense), and Taxes	8.73	15.05	15.20	19.03
RETURN ON INVESTMENT - INVESTMENT TURNOVER X INCOME	12.47%	19.46%	26.62%	24.50%

SALES FROM $500,000-$1,500,000		SALES FROM $1,500,000-$3,000,000		SALES OVER $3,000,000	
ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
$ 1.39	$ 3.57	$ 2.49	$ 3.36	$ 2.54	$ 0.91
16.83	15.68	21.05	20.48	18.04	15.57
2.96	1.48	2.80	2.53	3.57	2.86
0.05	0.00	0.01	0.00	0.37	1.15
2.88	4.06	1.59	0.55	2.58	5.76
24.11	24.79	27.94	26.92	27.10	26.25
0.00	0.00	3.41	9.80	7.93	5.52
43.16	60.25	29.52	38.33	30.60	22.59
3.49	2.27	5.70	9.79	4.01	4.83
46.65	62.52	38.63	57.92	42.54	32.94
1.74	3.40	3.31	1.45	2.43	0.04
72.50	90.71	69.88	86.29	72.07	59.23
137.93%	110.24%	143.10%	115.89%	138.75%	168.83%
$67.53	$61.66	$66.89	$55.34	$71.26	$70.29
10.08	11.09	13.20	16.49	11.76	10.48
12.88	11.36	12.80	13.06	9.03	7.45
90.49	84.11	92.89	84.89	92.05	88.22
9.51	15.89	7.11	15.11	7.95	11.78
13.12%	17.52%	10.17%	17.51%	11.03%	19.89%

REPORT ON OPERATIONS - SALES = 100%

	PRINTERS AND LITHOGRAPHERS	
	ALL FIRMS	PROFIT LEADERS
SALES OR VALUE OF PRODUCT PRODUCED	100.00%	100.00%
FACTORY COST OF PRODUCT		
MATERIAL		
Paper	2.06	0.01
Other chargeable materials	13.55	14.56
Outside services	5.14	4.79
TOTAL MATERIAL	20.75	19.36
FACTORY PAYROLL	30.78	28.24
FACTORY EXPENSES	15.43	16.11
TOTAL FACTORY COST OF PRODUCT	66.96	63.71
GROSS PROFIT	33.04	36.29
ADMINISTRATIVE AND SELLING EXPENSES		
Administrative expenses	13.01	10.70
Selling expenses	10.44	10.83
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	23.45	21.53
INCOME BEFORE INTEREST EXPENSE	9.59	14.76
Interest expense	2.50	2.49
OPERATING INCOME	7.09	12.27
Other income (expense)	0.30	0.07
INCOME BEFORE INCOME TAXES	7.39	12.34

SUPPORTING SCHEDULES - SALES = 100%

OTHER CHARGEABLE MATERIALS		
Ink	0.00%	0.00%
Film	9.26	9.05
Plates	1.12	0.87
Other chargeable materials	3.17	4.64
TOTAL OTHER CHARGEABLE MATERIALS	13.55	14.56
OUTSIDE SERVICES		
Composition	0.05	0.12
Offset preparation	0.04	0.09
Printing	3.44	4.47
Binding	0.11	0.00
Other outside services	1.50	0.11
TOTAL OUTSIDE SERVICES	5.14	4.79

** Sample insufficient for Profit Leaders.

ADVERTISING AGENCIES		PUBLISHERS**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS
100.00%	100.00%	100.00%
1.18	0.00	0.25
15.43	11.82	14.32
7.31	5.95	4.48
23.92	17.77	19.05
31.99	25.53	40.82
11.78	13.84	12.60
67.69	57.14	72.47
32.31	42.86	27.53
10.98	14.17	8.84
12.81	10.38	10.39
23.79	24.55	19.23
8.52	18.31	8.30
2.94	3.11	1.55
5.58	15.20	6.75
(0.23)	0.69	0.57
5.35	15.89	7.32
0.00%	0.00%	0.38%
13.90	7.74	11.47
1.39	3.82	1.04
0.14	0.26	1.43
15.43	11.82	14.32
0.40	0.00	0.04
0.84	5.72	4.14
5.20	0.23	0.12
0.39	0.00	0.08
0.48	0.00	0.10
7.31	5.95	4.48

SUPPORTING SCHEDULES - SALES = 100%

	PRINTERS AND LITHOGRAPHERS	
	ALL FIRMS	PROFIT LEADERS
FACTORY PAYROLL		
Salaries - executive	3.37%	3.10%
Direct wages	20.09	18.63
General factory salaries and wages	3.63	3.31
Packing, shipping and delivery wages	0.57	0.56
Payroll taxes	1.86	1.45
Employee benefits	1.26	1.19
TOTAL FACTORY PAYROLL	30.78	28.24
FACTORY EXPENSES		
Fixed Expenses		
Depreciation - real estate	0.05	0.07
Depreciation - other	4.06	5.04
Taxes - real estate	0.01	0.01
Taxes - other	0.35	0.45
Insurance	0.86	0.55
Building rent	1.82	2.04
Utilities - heat, light, etc.	0.99	0.95
Equipment rental	1.68	1.57
Total Fixed Expenses	9.82	10.68
Other Expenses		
Factory supplies and expense	1.37	1.92
Packing, shipping and delivery expense	1.73	1.69
Repairs and maintenance	1.20	1.50
Other factory expenses	1.31	0.32
Total Other Expenses	5.61	5.43
TOTAL FACTORY EXPENSES	15.43	16.11
ADMINISTRATIVE EXPENSES		
Salaries - executive	4.62	3.81
Salaries - office	1.78	1.18
Payroll taxes	0.88	0.29
Employee benefits	0.43	0.25
Bad debts	0.73	0.52
Office supplies and expenses	0.88	0.93
Professional fees	0.77	0.77
Taxes - business	0.23	0.41
Telephone	0.80	0.90
Other administrative expenses	1.89	1.64
TOTAL ADMINISTRATIVE EXPENSES	13.01	10.70
SELLING EXPENSES		
Salaries - executive	1.97	1.73
Salaries and commissions - salesmen	4.58	3.97
Salaries - sales office clerical	0.33	0.56
Payroll taxes	0.35	0.42
Employee benefits	0.30	0.46
Advertising	1.03	1.72
Travel and entertainment	1.51	1.79
Other selling expenses	0.37	0.18
TOTAL SELLING EXPENSES	10.44	10.83

** Sample insufficient for Profit Leaders.

ADVERTISING AGENCIES		PUBLISHERS**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS
0.91%	1.45%	2.31%
18.54	9.88	30.42
7.93	12.27	1.41
0.71	0.16	0.32
1.80	0.85	2.14
2.10	0.92	4.22
31.99	25.53	40.82
0.06	0.08	0.11
4.05	3.99	4.25
0.05	0.05	0.06
0.06	0.20	0.28
0.46	0.16	0.76
1.44	1.45	1.37
0.82	0.77	1.22
0.44	0.00	0.42
7.38	6.70	8.47
1.15	1.60	1.28
1.13	1.08	1.31
1.27	1.28	1.04
0.85	3.18	0.50
4.40	7.14	4.13
11.78	13.84	12.60
4.79	6.28	2.40
2.10	2.90	1.26
0.20	0.21	0.28
0.47	0.70	1.51
0.41	0.73	0.96
0.64	0.32	0.42
0.88	1.53	0.72
0.05	0.14	0.17
0.62	0.60	0.42
0.82	0.76	0.70
10.98	14.17	8.84
3.15	1.68	2.05
4.73	3.84	4.62
0.46	0.10	1.03
0.36	0.21	0.25
0.61	0.70	0.56
0.75	0.79	0.16
1.77	2.09	1.54
0.98	0.97	0.18
12.81	10.38	10.39

BALANCE SHEET

	PRINTERS AND LITHOGRAPHERS	
	ALL FIRMS	PROFIT LEADERS
ASSETS		
CURRENT ASSETS		
Cash	3.57%	3.90%
Receivables	40.96	32.46
Inventories	5.56	4.85
Other current assets	4.33	4.56
TOTAL CURRENT ASSETS	54.42	45.77
FIXED ASSETS		
Real estate	2.44	3.47
Less: Accumulated depreciation	0.25	0.48
	2.19	2.99
Machinery and equipment	62.01	66.08
Less: Accumulated depreciation	28.71	24.87
	33.30	41.21
Other fixed assets	10.14	12.65
Less: Accumulated depreciation	3.59	4.07
	6.55	8.58
NET FIXED ASSETS	42.04	52.78
OTHER ASSETS	3.54	1.45
TOTAL ASSETS	100.00	100.00
LIABILITIES AND EQUITY		
CURRENT LIABILITIES		
Notes payable	15.46	12.72
Accounts payable	10.63	8.24
Other current liabilities	8.04	7.82
TOTAL CURRENT LIABILITIES	34.13	28.78
LONG-TERM LIABILITIES	30.97	40.13
TOTAL LIABILITIES	65.10	68.91
SHAREHOLDERS' AND PROPRIETORS' EQUITY	34.90	31.09
TOTAL LIABILITIES AND EQUITY	100.00	100.00

BALANCE SHEET RATIOS

CURRENT RATIO	1.59	1.59
QUICK RATIO	1.43	1.42
TOTAL LIABILITIES TO EQUITY	1.87	2.22
LONG-TERM LIABILITIES TO EQUITY	0.89	1.29
ACCUMULATED DEPRECIATION MACHINERY AND EQUIPMENT TO TOTAL MACHINERY AND EQUIPMENT	0.46	0.38

** Sample insufficient for Profit Leaders.

ADVERTISING AGENCIES		PUBLISHERS**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS
7.54%	12.72%	4.36%
41.60	32.45	30.48
5.47	3.44	5.37
3.12	2.01	10.37
57.73	50.62	50.58
6.77	19.45	12.82
0.94	0.76	4.69
5.83	18.69	8.13
52.15	45.24	66.49
24.56	20.53	36.43
27.59	24.71	30.06
10.51	6.83	9.16
4.66	3.22	5.20
5.85	3.61	3.96
39.27	47.01	42.15
3.00	2.37	7.27
100.00	100.00	100.00
13.42	9.99	9.30
21.41	6.17	5.61
8.38	9.02	15.61
43.21	25.18	30.52
26.31	30.05	16.24
69.52	55.23	46.76
30.48	44.77	53.24
100.00	100.00	100.00
1.34	2.01	1.66
1.21	1.87	1.48
2.28	1.23	0.88
0.86	0.67	0.31
0.47	0.45	0.55

SIGNIFICANT FACTS

	PRINTERS AND LITHOGRAPHERS	
	ALL FIRMS	PROFIT LEADERS
INVESTMENT		
Average assets per employee - All employees	$ 31,095	$ 40,190
Average assets per factory employee (Excluding Executives)	48,833	65,330
Average net worth per employee - All employees	10,298	12,355
Average gross plant investment per factory employee (Excluding Executives)	38,319	55,293
Net worth percentage of fixed assets	123.59%	62.23%
EMPLOYEES		
Percent factory - All employees	74.83%	75.64%
Percent administrative - All employees	13.28	11.87
Percent sales - All employees	11.89	12.49
SALES - VALUE OF PRODUCT PRODUCED INCLUDING EXECUTIVES		
Sales per employee - All employees	$ 60,737	$ 68,399
Sales per factory employee	81,581	90,745
Sales less material per factory employee	64,667	73,116
Sales per administrative employee	541,844	676,423
EXCLUDING EXECUTIVES		
Sales per employee - All employees	73,410	86,304
Sales per factory employee	93,511	109,401
Sales less material per factory employee	73,868	87,458
SALES PER SALESMAN	325,550	385,659
SALES TO CURRENT ASSETS	409%	405%
PAYROLL - INCLUDING TAXES AND BENEFITS INCLUDING EXECUTIVES		
Total payroll percentage of sales	46.03%	40.91%
Factory payroll percentage of gross plant investment	117.99	78.81
Payroll per employee - All employees	$ 27,242	$ 27,159
Payroll per factory employee	24,529	25,311
Payroll per administrative employee	34,191	28,811
Payroll per sales employee	36,820	35,803
PAYROLL - EXCLUDING TAXES AND BENEFITS EXCLUDING EXECUTIVES		
Payroll per employee - All employees	$ 21,155	$ 21,737
Payroll per factory employee	20,801	22,062
Payroll per administrative employee	12,204	11,488
Payroll per sales employee	28,555	27,682
EXECUTIVE PAYROLL		
Payroll per executive - All executives	50,601	46,074
Payroll per factory executive	34,881	35,803
Payroll per administrative executive	53,327	44,665
Payroll per sales executive	40,671	60,314
RECEIVABLES		
Collection period	70.0	65.8
PROFIT		
Gross profit percentage of sales	33.04%	36.29%
Average gross profit per factory employee	$ 31,610	$ 39,364
Income before taxes percentage of sales	7.39%	12.34%
Average income before taxes per employee	$ 4,948	$ 8,543

** Sample insufficient for Profit Leaders.

ADVERTISING AGENCIES		PUBLISHERS**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS
$ 32,556	$ 39,542	$ 31,379
48,034	72,324	40,230
11,470	18,362	16,973
34,804	53,674	35,319
73.86%	96.34%	132.68%
71.32%	64.29%	82.01%
14.96	25.89	7.16
13.72	9.82	10.83
$ 59,887	$ 56,103	$ 60,162
87,502	91,634	73,214
65,755	77,079	59,233
506,828	226,567	1,022,523
71,832	63,708	66,310
90,472	100,984	76,586
68,270	85,178	61,967
432,766	342,908	700,000
391%	299%	392%
48.86%	42.15%	54.78%
103.31	53.41	89.46
$ 29,076	$ 24,626	$ 33,174
26,133	23,911	29,870
35,498	20,354	51,092
41,962	24,879	51,969
$ 22,381	$ 18,857	$ 25,931
22,558	21,604	24,501
14,183	8,594	15,658
29,251	16,493	45,177
60,042	45,513	61,376
19,437	15,165	56,023
72,676	82,209	65,325
58,722	70,210	65,479
78.9	79.9	60.6
32.31%	42.86%	27.53%
$ 30,354	$ 44,281	$ 21,272
5.35%	15.89%	7.32%
$ 3,144	$ 8,635	$ 4,544

RETURN ON INVESTMENT - PER $100 OF SALES

	PRINTERS AND LITHOGRAPHERS	
	ALL FIRMS	PROFIT LEADERS
INVESTMENT		
Current Assets:		
Cash	$ 1.58	$ 2.14
Receivables	18.58	17.74
Inventories	2.60	2.43
Marketable securities	0.23	0.49
Other current assets	1.98	2.13
	24.97	24.93
Plant Investment:		
Land and building	1.20	1.41
Machinery and equipment	32.51	41.03
Other fixed assets	5.02	6.89
	38.73	49.33
Non-Current Assets	2.07	1.10
TOTAL INVESTMENT	65.77	75.36
INVESTMENT TURNOVER PER $100 OF SALES	152.05%	132.70%
EARNINGS		
Cost of Product	$o6.96	$63.71
Selling Expenses	10.44	10.83
Administrative Expenses	13.01	10.70
	90.41	85.24
Income Before Interest, Other Income (Expense), and Taxes	9.59	14.76
RETURN ON INVESTMENT - INVESTMENT TURNOVER X INCOME	14.58%	19.59%

** Sample insufficient for Profit Leaders.

ADVERTISING AGENCIES		PUBLISHERS**
ALL FIRMS	PROFIT LEADERS	ALL FIRMS
$ 3.92	$ 8.39	$ 2.34
20.89	21.56	15.73
3.12	2.40	2.73
0.04	0.00	0.01
1.90	1.29	5.14
29.87	33.64	25.95
4.59	14.70	6.05
30.16	29.90	34.97
4.52	4.34	4.74
39.27	48.94	45.76
1.67	1.79	4.23
70.81	84.37	75.94
141.22%	118.53%	131.68%
$67.69	$57.14	$72.47
12.81	10.38	10.39
10.98	14.17	8.84
91.48	81.69	91.70
8.52	18.31	8.30
12.03%	21.70%	10.93%

REPORT ON OPERATIONS - SALES = 100%

	BLACK AND WHITE		COLOR WORK	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
SALES OR VALUE OF PRODUCT PRODUCED	100.00%	100.00%	100.00%	100.00%
FACTORY COST OF PRODUCT				
MATERIAL				
Paper	1.06	0.00	2.05	0.01
Other chargeable materials	9.39	13.64	14.60	14.25
Outside services	16.72	10.18	3.88	4.04
TOTAL MATERIAL	27.17	23.82	20.53	18.30
FACTORY PAYROLL	18.62	19.34	35.00	30.87
FACTORY EXPENSES	15.99	21.24	13.72	13.35
TOTAL FACTORY COST OF PRODUCT	61.78	64.40	69.25	62.52
GROSS PROFIT	38.22	35.60	30.75	37.48
ADMINISTRATIVE AND SELLING EXPENSES				
Administrative expenses	14.63	13.25	11.22	10.53
Selling expenses	9.92	3.32	11.50	12.89
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	24.55	16.57	22.72	23.42
INCOME BEFORE INTEREST EXPENSE	13.67	19.03	8.03	14.06
Interest expense	2.54	3.81	2.51	2.07
OPERATING INCOME	11.13	15.22	5.52	11.99
Other income (expense)	(1.54)	0.03	0.56	0.31
INCOME BEFORE INCOME TAXES	9.59	15.25	6.08	12.30

SUPPORTING SCHEDULES - SALES = 100%

OTHER CHARGEABLE MATERIALS				
Ink	0.00%	0.00%	0.14%	0.08%
Film	7.31	8.68	9.85	9.96
Plates	0.94	2.26	1.43	1.09
Other chargeable materials	1.14	2.70	3.18	3.12
TOTAL OTHER CHARGEABLE MATERIALS	9.39	13.64	14.60	14.25
OUTSIDE SERVICES				
Composition	0.58	0.00	0.05	0.11
Offset preparation	0.62	0.00	0.73	2.09
Printing	12.59	10.18	1.50	1.74
Binding	0.87	0.00	0.10	0.00
Other outside services	2.06	0.00	1.50	0.10
TOTAL OUTSIDE SERVICES	16.72	10.18	3.88	4.04

SUPPORTING SCHEDULES - SALES = 100%

	BLACK AND WHITE		COLOR WORK	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
FACTORY PAYROLL				
Salaries - executive	3.95%	4.06%	2.30%	2.23%
Direct wages	5.55	2.97	23.94	21.25
General factory salaries and wages	6.36	12.12	4.05	3.23
Packing, shipping and delivery wages	1.04	0.00	0.48	0.59
Payroll taxes	0.91	0.19	2.06	1.70
Employee benefits	0.81	0.00	2.17	1.87
TOTAL FACTORY PAYROLL	18.62	19.34	35.00	30.87
FACTORY EXPENSES				
Fixed Expenses				
Depreciation - real estate	0.00	0.00	0.11	0.08
Depreciation - other	3.71	6.04	4.16	4.16
Taxes - real estate	0.00	0.00	0.08	0.03
Taxes - other	0.02	0.00	0.26	0.45
Insurance	0.40	0.60	0.74	0.43
Building rent	2.73	3.68	1.38	1.32
Utilities - heat, light, etc.	0.82	1.21	1.15	0.82
Equipment rental	1.17	1.52	0.95	1.00
Total Fixed Expenses	8.85	13.05	8.83	8.29
Other Expenses				
Factory supplies and expense	1.94	2.90	1.56	1.41
Packing, shipping and delivery expense	3.11	1.90	1.12	1.52
Repairs and maintenance	1.26	1.73	1.23	1.32
Other factory expenses	0.83	1.66	0.98	0.81
Total Other Expenses	7.14	8.19	4.89	5.06
TOTAL FACTORY EXPENSES	15.99	21.24	13.72	13.35
ADMINISTRATIVE EXPENSES				
Salaries - executive	6.36	4.58	3.97	4.09
Salaries - office	1.91	2.33	1.88	1.25
Payroll taxes	0.14	0.00	0.61	0.32
Employee benefits	0.16	0.00	0.68	0.48
Bad debts	0.37	0.24	0.68	0.58
Office supplies and expenses	1.39	1.44	0.59	0.55
Professional fees	1.67	1.69	0.66	0.87
Taxes - business	0.41	0.82	0.12	0.19
Telephone	0.92	0.61	0.64	0.82
Other administrative expenses	1.30	1.54	1.39	1.38
TOTAL ADMINISTRATIVE EXPENSES	14.63	13.25	11.22	10.53
SELLING EXPENSES				
Salaries - executive	4.29	0.00	1.96	2.12
Salaries and commissions - salesmen	1.33	0.00	5.36	5.22
Salaries - sales office clerical	0.24	0.00	0.48	0.85
Payroll taxes	0.11	0.00	0.38	0.44
Employee benefits	0.10	0.00	0.48	0.67
Advertising	0.88	0.32	0.72	1.63
Travel and entertainment	1.85	2.19	1.65	1.68
Other selling expenses	1.12	0.81	0.47	0.28
TOTAL SELLING EXPENSES	9.92	3.32	11.50	12.89

BALANCE SHEET

	BLACK AND WHITE		COLOR WORK	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
ASSETS				
CURRENT ASSETS				
Cash	9.44%	10.41%	4.23%	4.12%
Receivables	50.36	35.17	37.07	31.12
Inventories	2.36	3.25	6.39	4.56
Other current assets	3.13	4.24	4.70	7.16
TOTAL CURRENT ASSETS	65.29	53.07	52.39	46.96
FIXED ASSETS				
Real estate	0.00	0.00	7.27	9.63
Less: Accumulated depreciation	0.00	0.00	1.69	0.61
	0.00	0.00	5.58	9.02
Machinery and equipment	65.32	65.81	61.34	60.95
Less: Accumulated depreciation	37.21	26.77	29.22	26.04
	28.11	39.04	32.12	34.91
Other fixed assets	10.80	15.61	9.74	11.29
Less: Accumulated depreciation	4.20	7.72	4.39	4.04
	6.60	7.89	5.35	7.25
NET FIXED ASSETS	34.71	46.93	43.05	51.18
OTHER ASSETS	0.00	0.00	4.56	1.86
TOTAL ASSETS	100.00	100.00	100.00	100.00
LIABILITIES AND EQUITY				
CURRENT LIABILITIES				
Notes payable	15.86	13.01	13.12	10.38
Accounts payable	41.95	14.13	8.49	5.77
Other current liabilities	4.10	0.72	9.93	12.53
TOTAL CURRENT LIABILITIES	61.91	27.86	31.54	28.68
LONG-TERM LIABILITIES	24.35	46.18	27.58	31.84
TOTAL LIABILITIES	86.26	74.04	59.12	60.52
SHAREHOLDERS' AND PROPRIETORS' EQUITY	13.74	25.96	40.88	39.48
TOTAL LIABILITIES AND EQUITY	100.00	100.00	100.00	100.00

BALANCE SHEET RATIOS

CURRENT RATIO	1.05	1.90	1.66	1.64
QUICK RATIO	1.02	1.79	1.46	1.48
TOTAL LIABILITIES TO EQUITY	6.28	2.85	1.45	1.53
LONG-TERM LIABILITIES TO EQUITY	1.77	1.78	0.67	0.81
ACCUMULATED DEPRECIATION - MACHINERY AND EQUIPMENT TO TOTAL MACHINERY AND EQUIPMENT	0.57	0.41	0.48	0.43

SIGNIFICANT FACTS

	BLACK AND WHITE		COLOR WORK	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Average assets per employee - All employees	$ 23,661	$ 35,740	$ 32,529	$ 40,379
Average assets per factory employee (Excluding Executives)	45,360	69,614	47,190	62,785
Average net worth per employee - All employees	4,026	7,309	13,057	16,160
Average gross plant investment per factory employee (Excluding Executives)	38,912	62,272	37,251	51,142
Net worth percentage of fixed assets	44.16%	61.83%	117.59%	82.14%
EMPLOYEES				
Percent factory - All employees	71.03%	81.17%	74.99%	72.85%
Percent administrative - All employees	19.51	18.83	12.22	12.58
Percent sales - All employees	9.46	0.00	12.79	14.57
SALES - VALUE OF PRODUCT PRODUCED INCLUDING EXECUTIVES				
Sales per employee - All employees	$ 60,818	$ 62,759	$ 59,690	$ 67,003
Sales per factory employee	88,604	74,646	80,636	93,776
Sales less material per factory employee	60,994	56,500	64,276	76,918
Sales per administrative employee	424,070	550,074	601,703	766,710
EXCLUDING EXECUTIVES				
Sales per employee - All employees	101,413	102,589	66,735	74,929
Sales per factory employee	116,623	123,107	85,341	100,423
Sales less material per factory employee	82,352	92,619	68,086	82,540
SALES PER SALESMAN	166,667	0	430,165	377,109
SALES TO CURRENT ASSETS	518%	334%	386%	389%
PAYROLL - INCLUDING TAXES AND BENEFITS INCLUDING EXECUTIVES				
Total payroll percentage of sales	33.25%	26.26%	50.80%	46.31%
Factory payroll percentage of gross plant investment	96.58	43.67	105.35	81.01
Payroll per employee - All employees	$ 18,293	$ 13,777	$ 30,201	$ 31,094
Payroll per factory employee	14,762	13,345	27,578	28,528
Payroll per administrative employee	22,295	13,922	38,224	37,537
Payroll per sales employee	20,840	0	43,437	48,017
PAYROLL - EXCLUDING TAXES AND BENEFITS EXCLUDING EXECUTIVES				
Payroll per employee - All employees	$ 12,275	$ 11,793	$ 23,925	$ 24,271
Payroll per factory employee	11,613	12,108	23,532	24,611
Payroll per administrative employee	8,727	10,219	14,425	12,433
Payroll per sales employee	10,221	0	35,359	37,488
EXECUTIVE PAYROLL				
Payroll per executive - All executives	28,344	19,875	56,893	61,156
Payroll per factory executive	11,432	7,875	35,507	47,229
Payroll per administrative executive	28,949	12,000	66,249	71,065
Payroll per sales executive	25,119	0	50,174	85,111
RECEIVABLES				
Collection period	63.8	75.5	71.4	64.7
PROFIT				
Gross profit percentage of sales	38.22%	35.60%	30.75%	37.48%
Average gross profit per factory employee	$ 41,376	$ 40,156	$ 27,328	$ 38,671
Income before taxes percentage of sales	9.59%	15.25%	6.08%	12.30%
Average income before taxes per employee	$ 5,720	$ 9,033	$ 3,909	$ 8,323

RETURN ON INVESTMENT - PER $100 OF SALES

	BLACK AND WHITE		COLOR WORK	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Current Assets:				
Cash	$ 3.87	$ 6.16	$ 2.23	$ 2.49
Receivables	17.11	20.44	18.86	17.45
Inventories	1.13	1.87	3.19	2.39
Marketable securities	0.00	0.00	0.15	0.43
Other current assets	1.44	2.43	2.34	3.38
	23.55	30.90	26.77	26.14
Plant Investment:				
Land and building	0.00	0.00	4.17	5.74
Machinery and equipment	26.88	37.86	33.85	37.91
Other fixed assets	4.89	8.93	4.67	6.05
	31.77	46.79	42.69	49.70
Non-Current Assets	0.00	0.00	2.66	1.41
TOTAL INVESTMENT	55.32	77.69	72.12	77.25
INVESTMENT TURNOVER PER $100 OF SALES	180.77%	128.72%	138.66%	129.45%
EARNINGS				
Cost of Product	$61.78	$64.40	$69.25	$62.52
Selling Expenses	9.92	3.32	11.50	12.89
Administrative Expenses	14.63	13.25	11.22	10.53
	86.33	80.97	91.97	85.94
Income Before Interest, Other Income (Expense), and Taxes	13.67	19.03	8.03	14.06
RETURN ON INVESTMENT - INVESTMENT TURNOVER X INCOME	24.71%	24.50%	11.13%	18.20%

	NUMBER OF PARTICIPATING FIRMS	AVERAGE FIRM REPORTING** TOTAL ASSETS	SALES OR VALUE OF PRODUCTION	TOTAL INCOME
TOTAL - ALL FIRMS	32	$1,524,000	$2,934,000	$175,000
TOTAL - PROFIT LEADERS*	10	1,597,000	3,120,000	340,000
BY SIZE OF FIRM				
ALL FIRMS				
0-$500,000	3	101,000	242,000	28,000
$500,000-$1,500,000	8	533,000	992,000	73,000
$1,500,000-$3,000,000	11	1,195,000	2,193,000	118,000
Over $3,000,000	10	3,104,000	6,110,000	362,000
PROFIT LEADERS				
0-$500,000	2	133,000	228,000	35,000
$500,000-$1,500,000	2	783,000	1,051,000	145,000
$1,500,000-$3,000,000	3	1,586,000	2,358,000	340,000
Over $3,000,000	3	3,126,000	7,191,000	672,000
BY MARKET				
ALL FIRMS				
Printers and Lithographers	15	1,188,000	2,544,000	201,000
Advertising Agencies	9	1,461,000	2,630,000	80,000
Publishers	4	1,881,000	3,658,000	271,000
PROFIT LEADERS				
Printers and Lithographers	7	1,750,000	3,537,000	373,000
Advertising Agencies	2	871,000	1,178,000	174,000
BY TYPE OF WORK				
ALL FIRMS				
Black and White	4	208,000	670,000	35,000
Color Work	28	1,712,000	3,257,000	195,000
PROFIT LEADERS				
Black and White	2	133,000	228,000	35,000
Color Work	8	1,963,000	3,844,000	416,000

* "Profit Leaders" are those firms which earned 8% or greater pretax profits on sales.
** Unlike the ratios shown in this book, these figures are arithmetic averages. See explanatory note on page 30.

HOW THE NUMBERS ARE COMPUTED

The PIA Ratios are computed by the method of relative or common size. With this method each company's dollars are converted into a percentage to the total. Then these percentages are added in total and within a given sales class. This is a very simple way of avoiding what is known as self-weighting when various magnitudes are involved. With this method each company is given equal weight regardless of their size.

The following example illustrates how this calculation process eliminates the problem of the ratios' giving inordinate weight to the results of very large firms.

			% of Sales	
Firm	Sales	Factory Payroll	Firm's Ratio Factory Payroll	PIA Ratio Factory Payroll
A	$ 200,000	$ 60,000	30.0%	
B	500,000	100,000	20.0	
C	8,000,000	975,000	12.2	
			62.2% divided by 3 = 20.7%	

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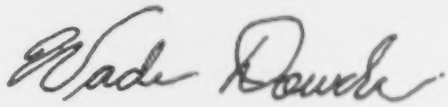
The National Composition Association, a section of Printing Industries of America, is specifically designed to focus on the special interests of its members and the composition industry in all facets of composition production, management, and technology.

NCA provides a monthly newsletter including technical information relating to new equipment, techniques, and materials, as well as general management-oriented information of interest to the membership. The newsletter informs the membership of current activities within the section and the industry, and serves as a link for better communication between member companies. The Maintenance Referral Service provides a unique communication loop between members and manufacturers. NCA's Annual Convention and Exposition are oriented toward composition technology and other topics of interest to the industry's management. National and regional Seminars offer practical information for use today. Topics include: Making the Equipment Decision; Composition Production and Estimating; Input and Keyboarding; Photocomposition; and Costing and Pricing.

For more information about the National Composition Association, please write or call me at Printing Industries of America.



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REPORT ON OPERATIONS - SALES = 100%

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
SALES OR VALUE OF PRODUCT PRODUCED	100.00%	100.00%	100.00%	100.00%
FACTORY COST OF PRODUCT				
MATERIAL				
Paper	2.29	3.79	1.94	5.05
Other chargeable materials	4.63	2.50	6.24	3.22
Outside services	4.80	1.24	10.44	1.43
TOTAL MATERIAL	11.72	7.53	18.62	9.70
FACTORY PAYROLL	43.60	42.32	40.67	41.60
FACTORY EXPENSES	16.50	14.51	15.90	13.57
TOTAL FACTORY COST OF PRODUCT	71.82	64.36	75.19	64.87
GROSS PROFIT	28.18	35.64	24.81	35.13
ADMINISTRATIVE AND SELLING EXPENSES				
Administrative expenses	14.03	18.04	15.56	19.48
Selling expenses	9.71	6.11	5.65	3.87
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	23.74	24.15	21.21	23.35
INCOME BEFORE INTEREST EXPENSE	4.44	11.49	3.60	11.78
Interest expense	2.26	0.63	2.01	0.84
OPERATING INCOME	2.18	10.86	1.59	10.94
Other income (expense)	0.47	(0.21)	0.83	(0.53)
INCOME BEFORE INCOME TAXES	2.65	10.65	2.42	10.41

SUPPORTING SCHEDULES - SALES = 100%

OTHER CHARGEABLE MATERIALS				
Ink	0.03%			
Film	2.61			
Plates	0.04			
Other chargeable materials	1.95			
TOTAL OTHER CHARGEABLE MATERIALS	4.63	***	***	***
OUTSIDE SERVICES				
Composition	0.61	0.20%	0.10%	0.23%
Offset preparation	1.55	0.00	4.97	0.00
Printing	1.34	0.00	4.14	0.00
Binding	0.00	0.00	0.00	0.00
Other outside services	1.30	1.04	1.23	1.20
TOTAL OUTSIDE SERVICES	4.80	1.24	10.44	1.43

** Sample insufficient for Profit Leaders.
*** Information not submitted.

SALES FROM $500,000-$1,500,000**	SALES FROM $1,500,000-$3,000,000**	SALES OVER $3,000,000**
ALL FIRMS	ALL FIRMS	ALL FIRMS
100.00%	100.00%	100.00%
3.26	0.00	1.23
3.68	3.72	4.89
2.14	2.41	3.68
9.08	6.13	9.80
42.42	51.78	48.07
17.93	13.01	15.12
69.43	70.92	72.99
30.57	29.08	27.01
14.39	10.74	11.95
11.29	13.61	10.55
25.68	24.35	22.50
4.89	4.73	4.51
2.19	2.24	2.88
2.70	2.49	1.63
0.81	0.17	(0.85)
3.51	2.66	0.78
0.00%	0.00%	0.06%
1.02	2.54	4.03
0.00	0.00	0.09
2.66	1.18	0.71
3.68	3.72	4.89
0.99	1.65	0.83
0.00	0.03	0.00
0.52	0.00	0.00
0.00	0.00	0.00
0.63	0.73	2.85
2.14	2.41	3.68

SUPPORTING SCHEDULES - SALES = 100%

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
FACTORY PAYROLL				
Salaries - executive	3.84%	0.79%	2.44%	1.05%
Direct wages	30.76	30.42	32.96	32.60
General factory salaries and wages	2.48	5.39	1.40	3.25
Packing, shipping and delivery wages	0.65	0.37	0.00	0.00
Payroll taxes	2.72	2.81	2.24	2.75
Employee benefits	3.15	2.54	1.63	1.95
TOTAL FACTORY PAYROLL	43.60	42.32	40.67	41.60
FACTORY EXPENSES				
Fixed Expenses				
Depreciation - real estate	0.56	0.21	0.77	0.00
Depreciation - other	3.81	5.41	4.61	6.02
Taxes - real estate	0.13	0.18	0.00	0.00
Taxes - other	0.18	0.26	0.38	0.32
Insurance	0.73	0.65	0.66	0.64
Building rent	1.86	2.49	3.07	3.32
Utilities - heat, light, etc.	0.82	0.46	0.69	0.43
Equipment rental	1.52	0.47	1.86	0.62
Total Fixed Expenses	9.61	10.13	12.04	11.35
Other Expenses				
Factory supplies and expense	2.78	2.12	1.27	0.47
Packing, shipping and delivery expense	1.48	0.68	0.98	0.22
Repairs and maintenance	1.49	1.43	1.19	1.33
Other factory expenses	1.14	0.15	0.42	0.20
Total Other Expenses	6.89	4.38	3.86	2.22
TOTAL FACTORY EXPENSES	16.50	14.51	15.90	13.57
ADMINISTRATIVE EXPENSES				
Salaries - executive	4.93	8.93	6.29	9.85
Salaries - office	2.42	2.28	1.72	2.26
Payroll taxes	0.56	0.54	0.44	0.52
Employee benefits	0.60	0.42	0.27	0.28
Bad debts	0.59	0.62	0.58	0.68
Office supplies and expenses	1.04	1.98	1.25	1.77
Professional fees	0.86	1.23	1.21	1.57
Taxes - business	0.22	0.38	0.42	0.49
Telephone	0.70	0.70	0.74	0.77
Other administrative expenses	2.11	0.96	2.64	1.29
TOTAL ADMINISTRATIVE EXPENSES	14.03	18.04	15.56	19.48
SELLING EXPENSES				
Salaries - executive	1.51	1.31	1.85	1.75
Salaries and commissions - salesmen	3.75	1.86	0.45	0.00
Salaries - sales office clerical	0.85	0.27	0.48	0.00
Payroll taxes	0.34	0.23	0.21	0.15
Employee benefits	0.47	0.34	0.13	0.24
Advertising	0.64	0.75	0.38	0.34
Travel and entertainment	1.38	1.35	0.99	1.39
Other selling expenses	0.77	0.00	1.16	0.00
TOTAL SELLING EXPENSES	9.71	6.11	5.65	3.87

** Sample insufficient for Profit Leaders.

SALES FROM $500,000-$1,500,000**	SALES FROM $1,500,000-$3,000,000**	SALES OVER $3,000,000**
ALL FIRMS	ALL FIRMS	ALL FIRMS
3.80%	7.92%	4.51%
28.80	33.37	31.31
3.34	0.18	2.88
1.13	0.53	0.45
2.79	3.36	3.09
2.56	6.42	5.83
42.42	51.78	48.07
0.62	0.23	0.18
3.68	2.32	3.45
0.22	0.02	0.13
0.09	0.15	0.14
1.00	0.06	0.39
1.60	1.88	0.62
0.77	0.63	1.23
1.81	0.69	0.54
9.79	5.98	6.68
2.96	2.86	4.70
1.57	3.12	1.37
1.86	0.81	1.30
1.75	0.24	1.07
8.14	7.03	8.44
17.93	13.01	15.12
5.46	1.74	2.63
2.65	2.74	2.83
0.75	0.28	0.34
0.71	0.36	0.96
0.80	0.47	0.10
1.21	0.39	0.54
0.69	0.67	0.79
0.19	0.08	0.04
0.66	0.75	0.73
1.27	3.26	2.99
14.39	10.74	11.95
1.77	0.00	0.91
5.13	4.22	5.28
0.39	3.88	1.41
0.41	0.49	0.30
0.41	1.48	0.74
0.96	0.43	0.31
1.82	0.88	1.08
0.40	2.23	0.52
11.29	13.61	10.55

BALANCE SHEET

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
ASSETS				
CURRENT ASSETS				
Cash	5.36%	4.94%	6.08%	4.17%
Receivables	33.00	34.50	34.40	42.93
Inventories	8.09	5.08	5.88	6.06
Other current assets	6.92	18.25	4.33	7.06
TOTAL CURRENT ASSETS	53.37	62.77	50.69	60.22
FIXED ASSETS				
Real estate	8.25	5.30	7.19	0.00
Less: Accumulated depreciation	1.38	0.46	2.10	0.00
	6.87	4.84	5.09	0.00
Machinery and equipment	66.80	59.10	69.87	73.32
Less: Accumulated depreciation	33.39	34.71	34.57	42.66
	33.41	24.39	35.30	30.66
Other fixed assets	7.03	5.09	5.30	5.78
Less: Accumulated depreciation	3.49	2.53	2.01	2.81
	3.54	2.56	3.29	2.97
NET FIXED ASSETS	43.82	31.79	43.68	33.63
OTHER ASSETS	2.81	5.44	5.63	6.15
TOTAL ASSETS	100.00	100.00	100.00	100.00
LIABILITIES AND EQUITY				
CURRENT LIABILITIES				
Notes payable	10.95	0.00	12.30	0.00
Accounts payable	8.65	4.04	10.20	4.17
Other current liabilities	14.29	16.47	12.09	17.55
TOTAL CURRENT LIABILITIES	33.89	20.51	34.59	21.72
LONG-TERM LIABILITIES	32.76	19.59	44.74	25.74
TOTAL LIABILITIES	66.65	40.10	79.33	47.46
SHAREHOLDERS' AND PROPRIETORS' EQUITY	33.35	59.90	20.67	52.54
TOTAL LIABILITIES AND EQUITY	100.00	100.00	100.00	100.00

BALANCE SHEET RATIOS

CURRENT RATIO	1.57	3.06	1.47	2.77
QUICK RATIO	1.34	2.81	1.30	2.49
TOTAL LIABILITIES TO EQUITY	2.00	0.67	3.84	0.90
LONG-TERM LIABILITIES TO EQUITY	0.98	0.33	2.16	0.49
ACCUMULATED DEPRECIATION - MACHINERY AND EQUIPMENT TO TOTAL MACHINERY AND EQUIPMENT	0.50	0.59	0.49	0.58

** Sample insufficient for Profit Leaders.

SALES FROM $500,000-$1,500,000**	SALES FROM $1,500,000-$3,000,000**	SALES OVER $3,000,000**
ALL FIRMS	ALL FIRMS	ALL FIRMS
6.85%	1.04%	2.04%
33.34	24.33	33.38
6.52	11.16	14.49
8.67	7.17	6.42
55.38	43.70	56.33
8.90	0.00	11.55
0.77	0.00	2.38
8.13	0.00	9.17
64.69	90.53	57.86
32.58	39.76	31.06
32.11	50.77	26.80
4.75	18.78	11.05
2.31	13.26	5.03
2.44	5.52	6.02
42.68	56.29	41.99
1.94	0.01	1.68
100.00	100.00	100.00
10.63	8.12	10.78
7.03	12.14	8.97
13.30	32.70	13.02
30.96	52.96	32.77
27.09	33.34	28.09
58.05	86.30	60.86
41.95	13.70	39.14
100.00	100.00	100.00
1.79	0.83	1.72
1.58	0.61	1.28
1.38	6.30	1.55
0.65	2.43	0.72
0.50	0.44	0.54

SIGNIFICANT FACTS

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Average assets per employee - All employees	$ 17,853	$ 32,658	$ 13,772	$ 11,747
Average assets per factory employee (Excluding Executives)	23,888	45,839	17,816	16,603
Average net worth per employee - All employees	6,720	24,177	2,067	6,167
Average gross plant investment per factory employee (Excluding Executives)	17,827	24,337	15,791	14,363
Net worth percentage of fixed assets	85.65%	210.86%	94.36%	177.16%
EMPLOYEES				
Percent factory - All employees	80.74%	73.20%	81.34%	73.79%
Percent administrative - All employees	11.33	20.00	14.42	21.90
Percent sales - All employees	7.93	6.80	4.24	4.31
SALES - VALUE OF PRODUCT PRODUCED INCLUDING EXECUTIVES				
Sales per employee - All employees	$ 33,811	$ 29,041	$ 31,704	$ 25,534
Sales per factory employee	42,137	39,896	39,221	34,732
Sales less material per factory employee	37,336	37,239	31,983	31,373
Sales per administrative employee	349,284	160,164	283,533	121,239
EXCLUDING EXECUTIVES				
Sales per employee - All employees	38,584	36,041	37,538	33,852
Sales per factory employee	45,043	40,751	40,714	35,873
Sales less material per factory employee	39,925	38,044	33,104	32,447
SALES PER SALESMAN	435,237	100,000	100,000	100,000
SALES TO CURRENT ASSETS	592%	308%	677%	391%
PAYROLL - INCLUDING TAXES AND BENEFITS INCLUDING EXECUTIVES				
Total payroll percentage of sales	59.03%	58.51%	52.51%	56.65%
Factory payroll percentage of gross plant investment	134.63	121.30	169.86	146.60
Payroll per employee - All employees	$ 19,895	$ 17,145	$ 16,509	$ 14,410
Payroll per factory employee	18,124	16,794	15,761	14,181
Payroll per administrative employee	27,719	17,877	18,724	14,641
Payroll per sales employee	31,076	12,678	14,349	8,006
PAYROLL - EXCLUDING TAXES AND BENEFITS EXCLUDING EXECUTIVES				
Payroll per employee - All employees	$ 15,699	$ 14,422	$ 13,800	$ 12,406
Payroll per factory employee	15,123	14,603	13,880	12,608
Payroll per administrative employee	12,657	7,724	5,767	5,952
Payroll per sales employee	22,721	5,898	8,129	0
EXECUTIVE PAYROLL				
Payroll per executive - All executives	31,719	18,780	23,713	13,666
Payroll per factory executive	18,175	3,189	12,812	4,252
Payroll per administrative executive	40,048	18,868	22,484	13,782
Payroll per sales executive	20,996	4,865	11,937	6,487
RECEIVABLES				
Collection period	55.7	74.3	56.7	70.8
PROFIT				
Gross profit percentage of sales	28.18%	35.64%	24.81%	35.13%
Average gross profit per factory employee	$ 12,946	$ 14,662	$ 9,911	$ 12,682
Income before taxes percentage of sales	2.65%	10.65%	2.42%	10.41%
Average income before taxes per employee	$ 865	$ 3,121	$ 436	$ 2,663

** Sample insufficient for Profit Leaders.

SALES FROM $500,000-$1,500,000**	SALES FROM $1,500,000-$3,000,000**	SALES OVER $3,000,000**
ALL FIRMS	ALL FIRMS	ALL FIRMS
$ 21,030	$ 11,184	$ 18,788
28,831	16,766	23,603
10,658	881	6,263
19,153	16,961	17,981
86.38%	15.65%	97.81%
79.38%	78.74%	84.15%
10.57	9.42	9.11
10.05	11.84	6.74
$ 33,785	$ 35,522	$ 36,565
42,893	45,245	43,595
39,138	42,294	39,233
344,933	442,221	428,624
38,515	41,408	39,307
45,872	53,739	46,334
41,835	50,307	41,722
254,484	383,767	815,910
481%	1,447%	401%
60.11%	66.97%	63.49%
107.03	166.98	137.07
$ 20,163	$ 23,656	$ 23,111
17,881	23,175	20,515
34,275	20,562	27,925
28,847	32,338	63,131
$ 15,685	$ 18,667	$ 17,583
15,032	18,305	16,075
16,514	12,045	13,898
18,786	26,888	54,633
32,204	26,136	45,504
18,749	25,557	22,308
40,972	40,210	65,686
17,405	0	53,226
56.9	35.9	59.0
30.57%	29.08%	27.01%
$ 14,374	$ 15,684	$ 12,994
3.51%	2.66%	0.78%
$ 1,322	$ 964	$ 321

RETURN ON INVESTMENT - PER $100 OF SALES

	ALL FIRMS REPORTING		SALES TO $500,000	
	ALL FIRMS	PROFIT LEADERS	ALL FIRMS	PROFIT LEADERS
INVESTMENT				
Current Assets:				
Cash	$ 3.01	$ 5.79	$ 2.01	$ 1.89
Receivables	14.96	19.58	15.23	18.66
Inventories	3.90	3.20	2.27	2.57
Marketable securities	4.55	30.37	0.43	1.14
Other current assets	2.24	2.93	1.41	1.63
	28.66	61.87	21.35	25.89
Plant Investment:				
Land and building	6.43	12.78	3.22	0.00
Machinery and equipment	29.54	36.18	31.20	35.06
Other fixed assets	3.31	3.98	2.47	2.88
	39.28	52.94	36.89	37.94
Non-Current Assets	1.46	4.16	2.26	2.90
TOTAL INVESTMENT	69.40	118.97	60.50	66.73
INVESTMENT TURNOVER PER $100 OF SALES	144.09%	84.05%	165.29%	149.86%
EARNINGS				
Cost of Product	$71.82	$64.36	$75.19	$64.87
Selling Expenses	9.71	6.11	5.61	3.87
Administrative Expenses	14.03	18.04	15.56	19.48
	95.56	88.51	96.40	88.22
Income Before Interest, Other Income (Expense), and Taxes	4.44	11.49	3.60	11.78
RETURN ON INVESTMENT - INVESTMENT TURNOVER X INCOME	6.40%	9.66%	5.95%	17.65%

** Sample insufficient for Profit Leaders.

SALES FROM $500.000-$1,500,000**	SALES FROM $1,500,000-$3,000,000**	SALES OVER $3,000,000**
ALL FIRMS	ALL FIRMS	ALL FIRMS
$ 4.85	$ 0.40	$ 0.86
15.24	9.40	16.06
4.16	2.86	6.27
9.54	0.00	0.00
1.97	2.73	4.09
35.76	15.39	27.28
9.49	0.00	6.16
30.34	25.88	26.24
2.50	5.45	5.90
42.33	31.33	38.30
1.39	0.00	0.92
79.48	46.72	66.50
125.82%	214.04%	150.38%
$69.43	$70.92	$72.99
11.29	13.61	10.55
14.39	10.74	11.95
95.11	95.27	95.49
4.89	4.73	4.51
6.15%	10.12%	6.78%

REPORT ON OPERATIONS - SALES = 100%

	PRINTERS AND LITHOGRAPHERS**	ADVERTISING AGENCIES	
	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
SALES OR VALUE OF PRODUCT PRODUCED	100.00%	100.00%	100.00%
FACTORY COST OF PRODUCT			
MATERIAL			
Paper	5.56	1.47	5.87
Other chargeable materials	2.00	6.69	0.17
Outside services	7.31	3.04	0.33
TOTAL MATERIAL	14.87	11.20	6.37
FACTORY PAYROLL	50.96	42.37	39.72
FACTORY EXPENSES	16.24	16.90	14.34
TOTAL FACTORY COST OF PRODUCT	82.07	70.47	60.43
GROSS PROFIT	17.93	29.53	39.57
ADMINISTRATIVE AND SELLING EXPENSES			
Administrative expenses	11.19	14.74	20.33
Selling expenses	8.91	8.30	7.81
TOTAL ADMINISTRATIVE AND SELLING EXPENSES	20.10	23.04	28.14
INCOME BEFORE INTEREST EXPENSE	(2.17)	6.49	11.43
Interest expense	1.36	2.27	0.00
OPERATING INCOME (LOSS)	(3.53)	4.22	11.43
Other income (expense)	0.94	0.32	0.36
INCOME (LOSS) BEFORE INCOME TAXES	(2.59)	4.54	11.79

SUPPORTING SCHEDULES - SALES = 100%

OTHER CHARGEABLE MATERIALS			
Ink	0.00%	0.00%	
Film	2.00	5.32	
Plates	0.00	0.00	
Other chargeable materials	0.00	1.37	
TOTAL OTHER CHARGEABLE MATERIALS	2.00	6.69	***
OUTSIDE SERVICES			
Composition	2.99	0.35	
Offset preparation	0.00	1.20	
Printing	0.00	0.86	
Binding	0.00	0.00	
Other outside services	4.32	0.63	
TOTAL OUTSIDE SERVICES	7.31	3.04	***

** Sample insufficient for Profit Leaders.
*** Information not submitted.

PUBLISHERS**	BOOKS**	DIRECT BUYERS**
ALL FIRMS	ALL FIRMS	ALL FIRMS
100.00%	100.00%	100.00%
4.78	0.00	2.07
1.52	5.59	2.44
3.61	1.02	5.01
9.91	6.61	9.52
38.54	43.84	45.76
18.49	17.91	15.47
66.94	68.36	70.75
33.06	31.64	29.25
13.22	17.86	11.40
7.40	9.98	12.38
20.62	27.84	23.78
12.44	3.80	5.47
3.58	1.86	3.25
8.86	1.94	2.22
(1.91)	0.47	0.13
6.95	2.41	2.35
0.16%	0.00%	0.00%
1.13	5.06	1.54
0.23	0.00	0.00
0.00	0.53	0.90
1.52	5.59	2.44
0.58	0.00	1.65
0.00	0.00	0.12
0.00	0.00	0.00
0.00	0.00	0.00
3.03	1.02	3.24
3.61	1.02	5.01

SUPPORTING SCHEDULES - SALES = 100%

	PRINTERS AND LITHOGRAPHERS**	ADVERTISING AGENCIES	
	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
FACTORY PAYROLL			
Salaries - executive	6.22%	1.97%	0.00%
Direct wages	34.16	32.32	27.53
General factory salaries and wages	1.31	2.57	5.91
Packing, shipping and delivery wages	0.26	0.84	0.74
Payroll taxes	3.34	2.17	1.49
Employee benefits	5.67	2.50	4.05
TOTAL FACTORY PAYROLL	50.96	42.37	39.72
FACTORY EXPENSES			
Fixed Expenses			
Depreciation - real estate	1.95	0.13	0.42
Depreciation - other	2.46	4.69	3.39
Taxes - real estate	0.16	0.24	0.36
Taxes - other	0.15	0.24	0.03
Insurance	1.31	0.74	0.64
Building rent	1.51	2.40	2.28
Utilities - heat, light, etc.	0.90	0.88	0.29
Equipment rental	1.33	1.12	0.88
Total Fixed Expenses	9.77	10.44	8.29
Other Expenses			
Factory supplies and expense	3.34	2.02	3.53
Packing, shipping and delivery expense	0.96	1.78	1.04
Repairs and maintenance	1.30	1.55	1.48
Other factory expenses	0.87	1.11	0.00
Total Other Expenses	6.47	6.46	6.05
TOTAL FACTORY EXPENSES	16.24	16.90	14.34
ADMINISTRATIVE EXPENSES			
Salaries - executive	3.00	5.41	13.55
Salaries - office	2.11	2.44	1.18
Payroll taxes	0.33	0.43	0.31
Employee benefits	0.57	0.41	0.42
Bad debts	0.50	0.45	0.76
Office supplies and expenses	0.57	1.26	2.15
Professional fees	0.86	0.58	0.40
Taxes - business	0.07	0.29	0.27
Telephone	0.70	0.57	0.73
Other administrative expenses	2.48	2.90	0.56
TOTAL ADMINISTRATIVE EXPENSES	11.19	14.74	20.33
SELLING EXPENSES			
Salaries - executive	1.22	0.67	0.00
Salaries and commissions - salesmen	1.89	3.62	3.71
Salaries - sales office clerical	2.24	0.14	0.55
Payroll taxes	0.29	0.26	0.24
Employee benefits	0.88	0.15	0.32
Advertising	0.34	1.19	1.15
Travel and entertainment	0.94	1.45	1.84
Other selling expenses	1.11	0.82	0.00
TOTAL SELLING EXPENSES	8.91	8.30	7.81

** Sample insufficient for Profit Leaders.

PUBLISHERS**	BOOKS**	DIRECT BUYERS**
ALL FIRMS	ALL FIRMS	ALL FIRMS
2.81%	4.84%	6.83%
29.98	31.84	29.07
0.23	1.85	3.00
0.00	0.34	1.10
2.94	3.45	2.39
2.58	1.52	3.29
38.54	43.84	45.76
0.07	0.00	0.00
7.76	4.87	3.75
0.19	0.00	0.00
0.41	0.15	0.15
0.78	0.59	0.05
1.37	1.59	1.40
0.78	1.24	0.55
0.61	1.94	1.50
11.97	10.38	7.40
3.37	2.25	3.64
0.73	1.41	2.75
2.12	1.99	1.63
0.30	1.88	0.05
6.52	7.53	8.07
18.49	17.91	15.47
4.63	7.99	3.18
1.73	3.28	2.95
0.49	1.90	0.31
1.08	0.23	0.44
0.49	0.01	0.37
0.77	0.82	0.79
1.80	1.08	0.87
0.05	0.00	0.16
0.86	0.87	0.72
1.32	1.68	1.61
13.22	17.86	11.40
2.59	0.32	1.36
1.55	4.38	7.34
0.00	1.25	0.00
0.25	0.33	0.38
0.59	0.15	0.51
0.17	0.71	0.74
2.25	2.13	1.98
0.00	0.71	0.07
7.40	9.98	12.38

BALANCE SHEET

	PRINTERS AND LITHOGRAPHERS**	ADVERTISING AGENCIES	
	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
ASSETS			
CURRENT ASSETS			
Cash	3.85%	6.23%	2.79%
Receivables	22.85	30.37	30.62
Inventories	12.46	7.34	10.15
Other current assets	2.53	9.86	27.16
TOTAL CURRENT ASSETS	41.69	53.80	70.72
FIXED ASSETS			
Real estate	20.38	6.22	10.60
Less: Accumulated depreciation	4.64	1.05	0.91
	15.74	5.17	9.69
Machinery and equipment	76.28	69.12	45.17
Less: Accumulated depreciation	37.77	32.08	29.20
	38.51	37.04	15.97
Other fixed assets	7.90	6.32	4.64
Less: Accumulated depreciation	5.52	3.03	2.80
	2.38	3.29	1.84
NET FIXED ASSETS	56.63	45.50	27.50
OTHER ASSETS	1.68	0.70	1.78
TOTAL ASSETS	100.00	100.00	100.00
LIABILITIES AND EQUITY			
CURRENT LIABILITIES			
Notes payable	15.72	12.08	0.00
Accounts payable	11.61	4.23	4.87
Other current liabilities	16.19	10.63	12.16
TOTAL CURRENT LIABILITIES	43.52	26.94	17.03
LONG-TERM LIABILITIES	35.14	34.22	0.58
TOTAL LIABILITIES	78.66	61.16	17.61
SHAREHOLDERS' AND PROPRIETORS' EQUITY	21.34	38.84	82.39
TOTAL LIABILITIES AND EQUITY	100.00	100.00	100.00

BALANCE SHEET RATIOS

CURRENT RATIO	0.96	2.00	4.15
QUICK RATIO	0.67	1.72	3.56
TOTAL LIABILITIES TO EQUITY	3.69	1.57	0.21
LONG-TERM LIABILITIES TO EQUITY	1.65	0.88	0.01
ACCUMULATED DEPRECIATION - MACHINERY AND EQUIPMENT TO TOTAL MACHINERY AND EQUIPMENT	0.50	0.46	0.65

** Sample insufficient for Profit Leaders.

PUBLISHERS**	BOOKS**	DIRECT BUYERS**
ALL FIRMS	ALL FIRMS	ALL FIRMS
3.42%	3.29%	1.23%
29.75	35.06	37.80
2.25	16.70	8.38
8.44	6.62	5.75
43.86	61.67	53.16
6.83	0.00	0.00
0.09	0.00	0.00
6.74	0.00	0.00
65.87	75.33	80.38
30.48	44.41	37.75
35.39	30.92	42.63
11.10	11.26	4.73
3.13	5.14	3.17
7.97	6.12	1.56
50.10	37.04	44.19
6.04	1.29	2.65
100.00	100.00	100.00
9.08	9.18	16.20
3.91	10.09	12.64
21.39	19.64	19.78
34.38	38.91	48.62
36.37	29.25	30.25
70.75	68.16	78.87
29.25	31.84	21.13
100.00	100.00	100.00
1.28	1.58	1.09
1.21	1.16	0.92
2.42	2.14	3.73
1.24	0.92	1.43
0.46	0.59	0.47

SIGNIFICANT FACTS

	PRINTERS AND LITHOGRAPHERS**	ADVERTISING AGENCIES	
	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
INVESTMENT			
Average assets per employee - All employees	$ 10,577	$ 26,223	$ 53,814
Average assets per factory employee (Excluding Executives)	14,205	34,433	75,469
Average net worth per employee - All employees	971	14,091	44,169
Average gross plant investment per factory employee (Excluding Executives)	14,074	22,683	34,101
Net worth percentage of fixed assets	45.01%	115.52%	300.13%
EMPLOYEES			
Percent factory - All employees	83.33%	83.06%	70.90%
Percent administrative - All employees	7.87	13.23	21.96
Percent sales - All employees	8.80	3.71	7.14
SALES - VALUE OF PRODUCT PRODUCED INCLUDING EXECUTIVES			
Sales per employee - All employees	$ 30,482	$ 35,516	$ 34,235
Sales per factory employee	36,674	43,497	48,233
Sales less material per factory employee	31,015	39,211	45,544
Sales per administrative employee	416,359	313,437	187,251
EXCLUDING EXECUTIVES			
Sales per employee - All employees	35,139	39,794	41,842
Sales per factory employee	41,199	44,516	48,233
Sales less material per factory employee	34,976	40,120	45,544
SALES PER SALESMAN	641,570	285,000	100,000
SALES TO CURRENT ASSETS	996%	587%	196%
PAYROLL - INCLUDING TAXES AND BENEFITS INCLUDING EXECUTIVES			
Total payroll percentage of sales	63.49%	55.90%	59.99%
Factory payroll percentage of gross plant investment	156.05	130.06	74.20
Payroll per employee - All employees	$ 19,429	$ 19,983	$ 20,755
Payroll per factory employee	18,674	18,468	19,499
Payroll per administrative employee	24,046	21,627	24,008
Payroll per sales employee	19,879	39,622	13,347
PAYROLL - EXCLUDING TAXES AND BENEFITS EXCLUDING EXECUTIVES			
Payroll per employee - All employees	$ 14,637	$ 16,889	$ 16,641
Payroll per factory employee	14,516	16,143	16,700
Payroll per administrative employee	12,166	9,197	6,521
Payroll per sales employee	15,321	30,716	11,796
EXECUTIVE PAYROLL			
Payroll per executive - All executives	25,726	31,711	27,277
Payroll per factory executive	24,565	8,055	0
Payroll per administrative executive	42,609	28,591	27,277
Payroll per sales executive	25,696	6,217	0
RECEIVABLES			
Collection period	32.4	64.9	84.8
PROFIT			
Gross profit percentage of sales	17.93%	29.53%	39.57%
Average gross profit per factory employee	$ 7,214	$ 13,610	$ 18,915
Income(loss) before taxes percentage of sales	(2.59)%	4.54%	11.79%
Average income (loss) before taxes per employee	$ (980)	$ 1,509	$ 4,015

** Sample insufficient for Profit Leaders.

PUBLISHERS**	BOOKS**	DIRECT BUYERS**
ALL FIRMS	ALL FIRMS	ALL FIRMS
$ 25,211	$ 14,647	$ 14,580
32,851	18,428	21,477
6,865	4,834	2,368
25,451	15,938	18,897
58.67%	87.28%	47.60%
79.82%	86.07%	77.77%
14.44	6.78	10.22
5.74	7.15	12.01
$ 33,316	$ 35,737	$ 36,351
41,455	41,516	46,510
37,108	38,753	42,218
249,556	526,327	403,389
39,446	39,425	42,468
44,011	44,977	53,295
39,445	41,983	48,347
850,000	282,500	270,833
328%	401%	489%
51.46%	63.67%	62.23%
65.93	121.29	149.43
$ 16,920	$ 22,750	$ 22,529
15,727	17,902	21,280
19,255	73,509	25,622
33,262	32,387	30,322
$ 13,147	$ 16,685	$ 18,487
13,073	14,974	17,794
8,839	31,695	17,499
15,944	29,320	25,547
34,338	50,221	28,909
23,378	26,394	24,909
40,650	104,065	35,734
55,348	27,821	21,170
80.2	52.2	56.5
33.06%	31.64%	29.25%
$ 14,744	$ 14,688	$ 15,758
6.95%	2.41%	2.35%
$ 2,229	$ 901	$ 1,019

RETURN ON INVESTMENT - PER $100 OF SALES

	PRINTERS AND LITHOGRAPHERS**	ADVERTISING AGENCIES	
	ALL FIRMS	ALL FIRMS	PROFIT LEADERS
INVESTMENT			
Current Assets:			
Cash	$ 1.21	$ 4.10	$ 8.39
Receivables	8.72	17.37	22.15
Inventories	4.32	3.66	6.41
Marketable securities	0.00	14.76	59.06
Other current assets	0.90	2.48	3.94
	15.15	42.37	99.95
Plant Investment:			
Land and building	7.76	8.11	25.56
Machinery and equipment	24.18	35.67	35.43
Other fixed assets	2.51	3.75	4.96
	34.45	47.53	65.95
Non-Current Assets	0.75	1.14	4.02
TOTAL INVESTMENT	50.35	91.04	169.92
INVESTMENT TURNOVER PER $100 OF SALES	198.61%	109.84%	58.85%
EARNINGS			
Cost of Product	$82.07	$70.47	$60.43
Selling Expenses	8.91	8.30	7.81
Administrative Expenses	11.19	14.74	20.33
	102.17	93.51	88.57
Income (Loss), Before Interest, Other Income (Expense), and Taxes	(2.17)	6.49	11.43
RETURN ON INVESTMENT - INVESTMENT TURNOVER X INCOME	(4.31)%	7.13%	6.73%

** Sample insufficient for Profit Leaders.

PUBLISHERS**	BOOKS**	DIRECT BUYERS**
ALL FIRMS	ALL FIRMS	ALL FIRMS
$ 2.12	$ 1.23	$ 0.48
21.45	14.13	15.09
1.96	7.82	3.54
0.00	0.96	0.00
6.83	1.53	2.21
32.36	25.67	21.32
5.93	0.00	0.00
43.94	30.72	33.48
8.42	5.18	1.86
58.29	35.90	35.34
3.93	0.57	1.24
94.58	62.14	57.90
105.73%	160.93%	172.71%
$66.94	$68.36	$70.75
7.40	9.98	12.38
13.22	17.86	11.40
87.56	96.20	94.53
12.44	3.80	5.47
13.15%	6.12%	9.45%

ABSOLUTE DATA

TYPOGRAPHERS

	NUMBER OF PARTICIPATING FIRMS	AVERAGE FIRM REPORTING** TOTAL ASSETS	SALES OR VALUE OF PRODUCTION	TOTAL INCOME (LOSS)
TOTAL - ALL FIRMS	28	$ 926,000	$1,880,000	$ 25,000
TOTAL - PROFIT LEADERS*	4	753,000	467,000	52,000
BY SIZE OF FIRM				
ALL FIRMS				
0-$500,000	8	123,000	312,000	5,000
$500,000-$1,500,000	13	647,000	944,000	31,000
$1,500,000-$3,000,000	2	668,000	2,359,000	61,000
Over $3,000,000	5	3,041,000	6,631,000	30,000
PROFIT LEADERS				
0-$500,000	3	114,000	253,000	27,000
BY MARKET				
ALL FIRMS				
Printers and Lithographers	6	1,112,000	3,429,000	(27,000)
Advertising Agencies	8	783,000	1,092,000	28,000
Publishers	2	1,848,000	2,160,000	123,000
Books	2	2,319,000	4,963,000	71,000
Direct Buyers	4	432,000	1,082,000	31,000
PROFIT LEADERS				
Advertising Agencies	2	1,418,000	749,000	87,000

HOW THE NUMBERS ARE COMPUTED

The PIA Ratios are computed by the method of relative or common size. With this method each company's dollars are converted into a percentage to the total. Then these percentages are added in total and within a given sales class. This is a very simple way of avoiding what is known as self-weighting when various magnitudes are involved. With this method each company is given equal weight regardless of their size.

The following example illustrates how this calculation process eliminates the problem of the ratios' giving inordinate weight to the results of very large firms.

Firm	Sales	Factory Payroll	% of Sales Firm's Ratio Factory Payroll	PIA Ratio Factory Payroll
A	$ 200,000	$ 60,000	30.0%	
B	500,000	100,000	20.0	
C	8,000,000	975,000	12.2	
			62.2% divided by 3 = 20.7%	

* "Profit Leaders" are those firms which earned 8% or greater pretax profits on sales.
** Unlike the ratios shown in this book, these figures are arithmetic averages.